

FUCHS GROUP

Investor Presentation

| May 2020

| Thomas Altmann, Head of Investor Relations



Agenda

- 01** | The Leading Independent Lubricants Company
- 02** | Q1 2020
- 03** | Shares
- 04** | Appendix

01 The Leading Independent Lubricants Company



FUCHS at a glance

Established **3**
generations ago as a
family-owned business

No. 1
among the independent
suppliers of lubricants

The Fuchs family holds
55% of
ordinary shares

€2.6 bn
sales in 2019

Around **5,900**
employees

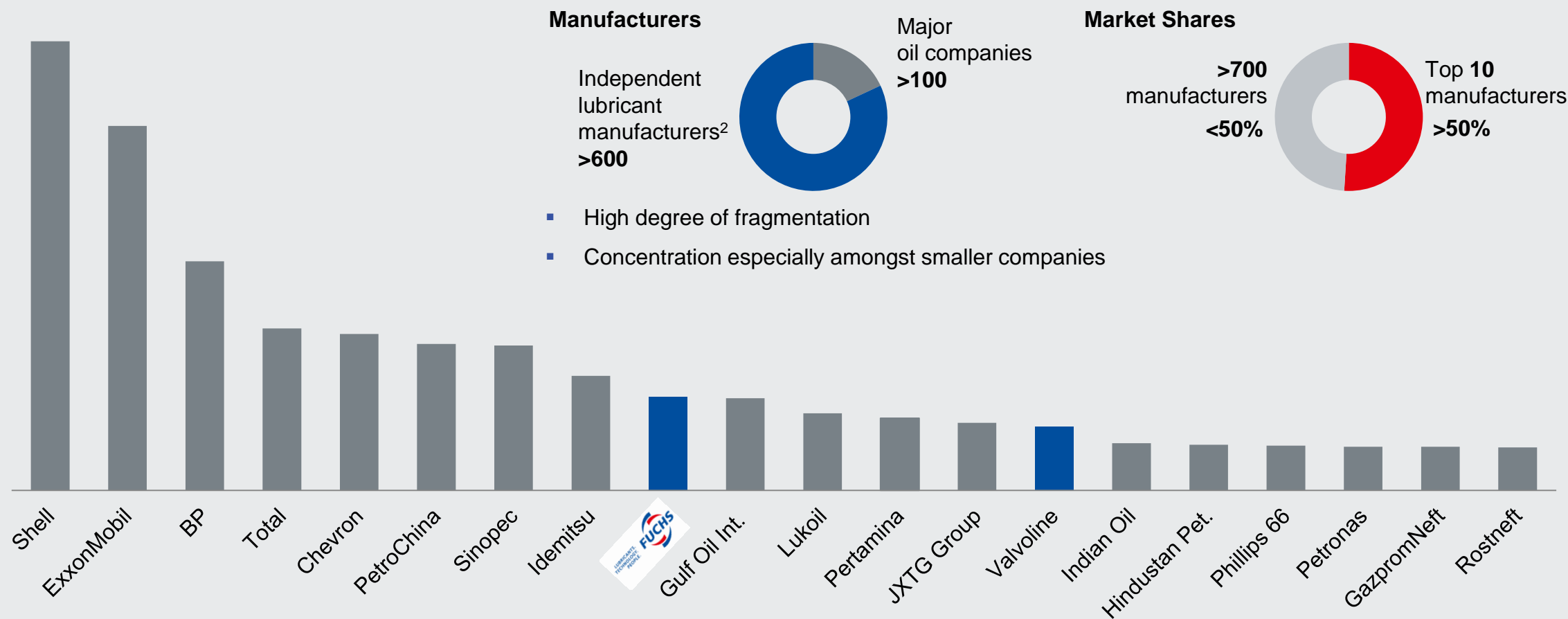
Preference share is listed
in the MDAX

62 companies worldwide

A full range
of over
10,000
lubricants and related
specialties

Top 20 lubricant manufacturers¹

Number 1 among the independent lubricant companies



¹ Market Shares 2019

² > 1000 tons

Our unique business model is the basis for our competitive advantage

Technology and innovation leadership in strategically important product areas

FUCHS is fully focussed on lubricants

Independency allows reliability, customer & market proximity (responsiveness and flexibility) and continuity



**Advantage over
major oil companies**

FUCHS is a full-line supplier

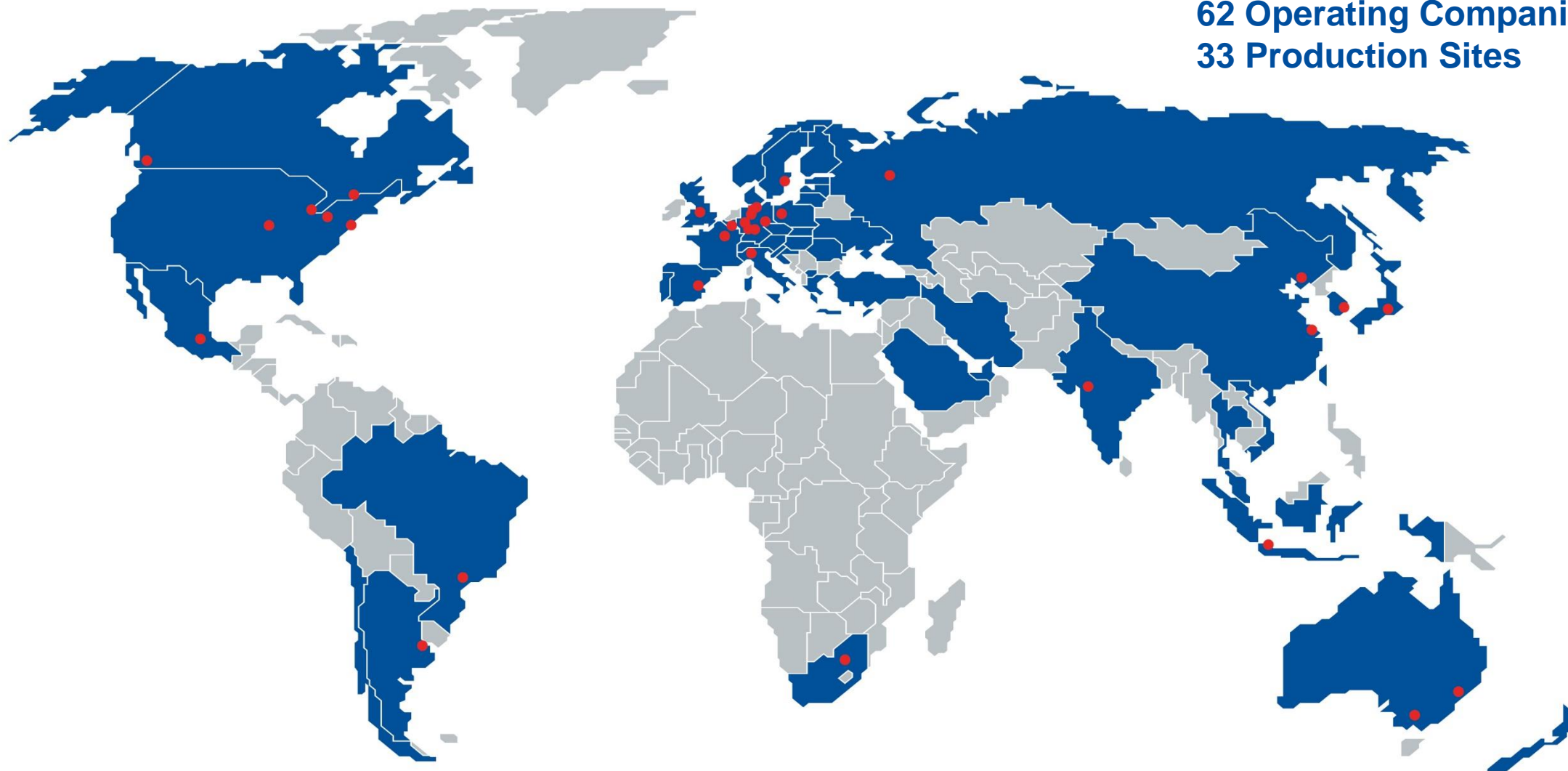
Global presence, R&D strength, know-how transfer, speed



**Advantage over
independent companies**

We are where our customers are

62 Operating Companies
33 Production Sites



Full-line supplier advantage

Sales 2019: €2.6 bn
(~80% international)
by customer location

Automotive lubricants
~45%

e.g. Engine & gear oils, hydraulic oils, shock absorber fluids, etc.

Industrial lubricants
~55%

e.g. Industrial oils, MWF/CP* and greases

100,000 customers in more than 150 countries



Car industry



Manufacturing



Engineering



Construction



Mining



Trade, Services &
Transportation



Heavy Duty



Steel & Cement



Aerospace



Agriculture industry



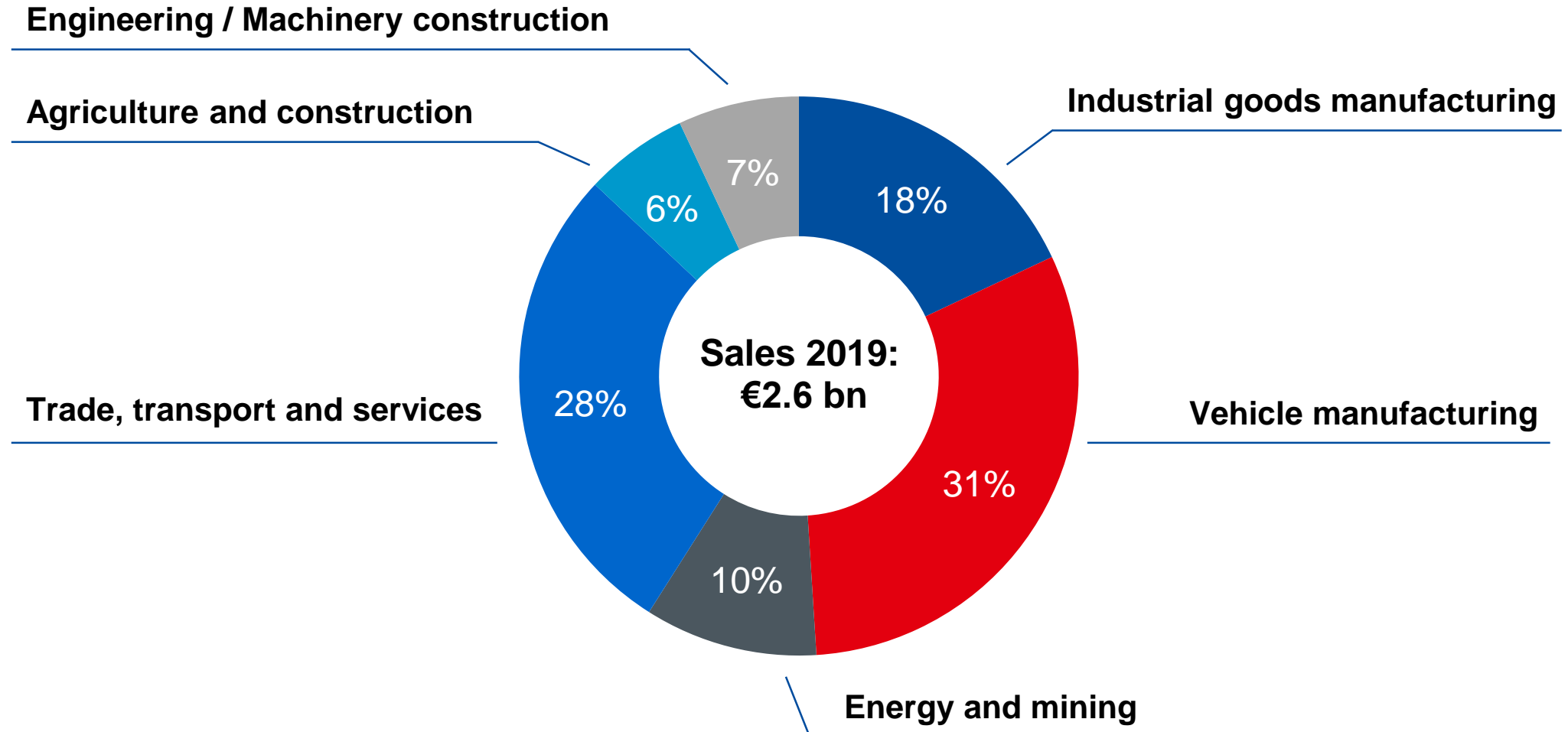
Wind energy



Food

Well balanced customer structure

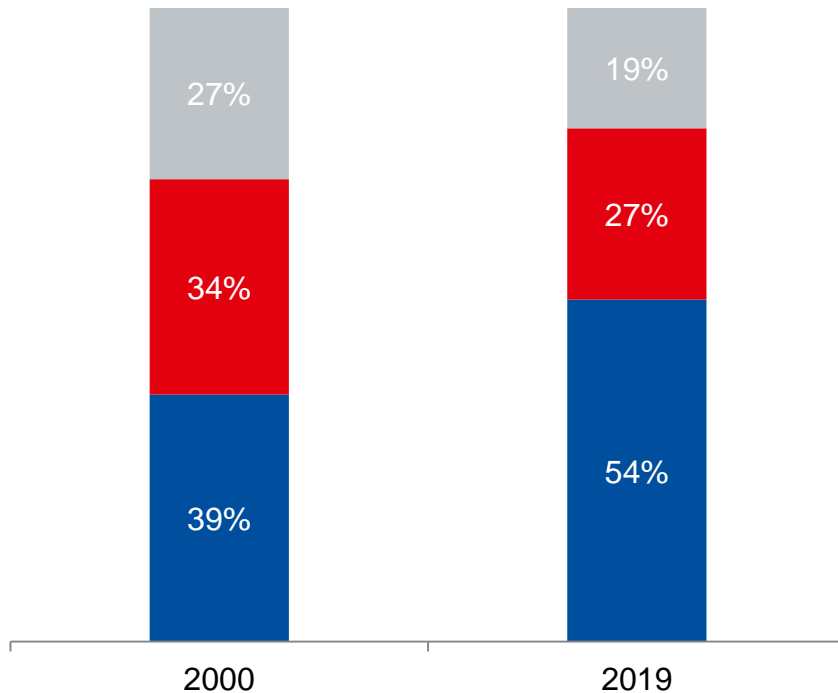
Top 20 Customers account for ~ 25% sales



Organic growth potential in emerging countries

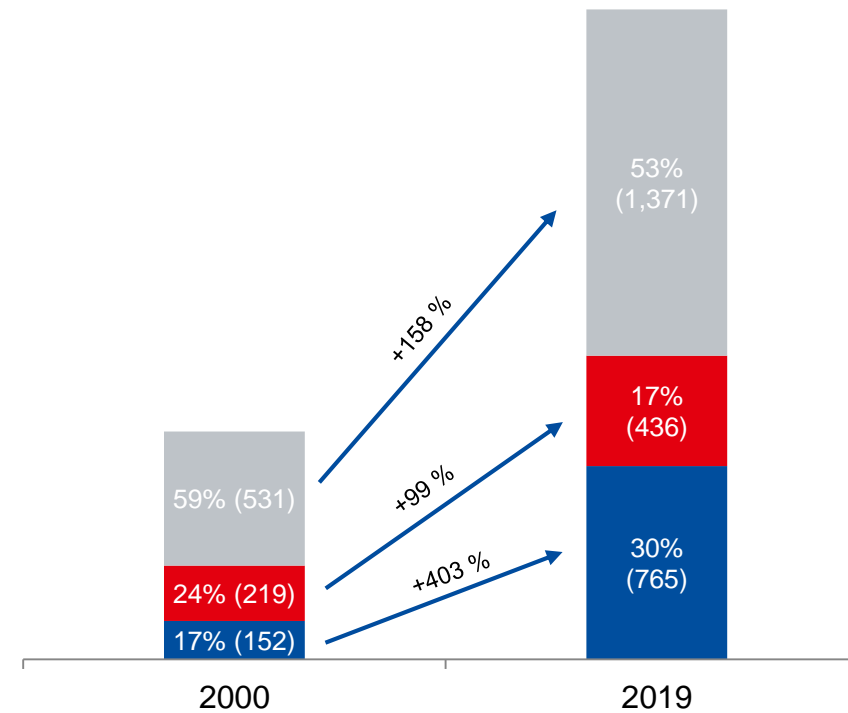
Market Demand

36.4 mn t $\xrightarrow{+1\%}$ 36.8 mn t



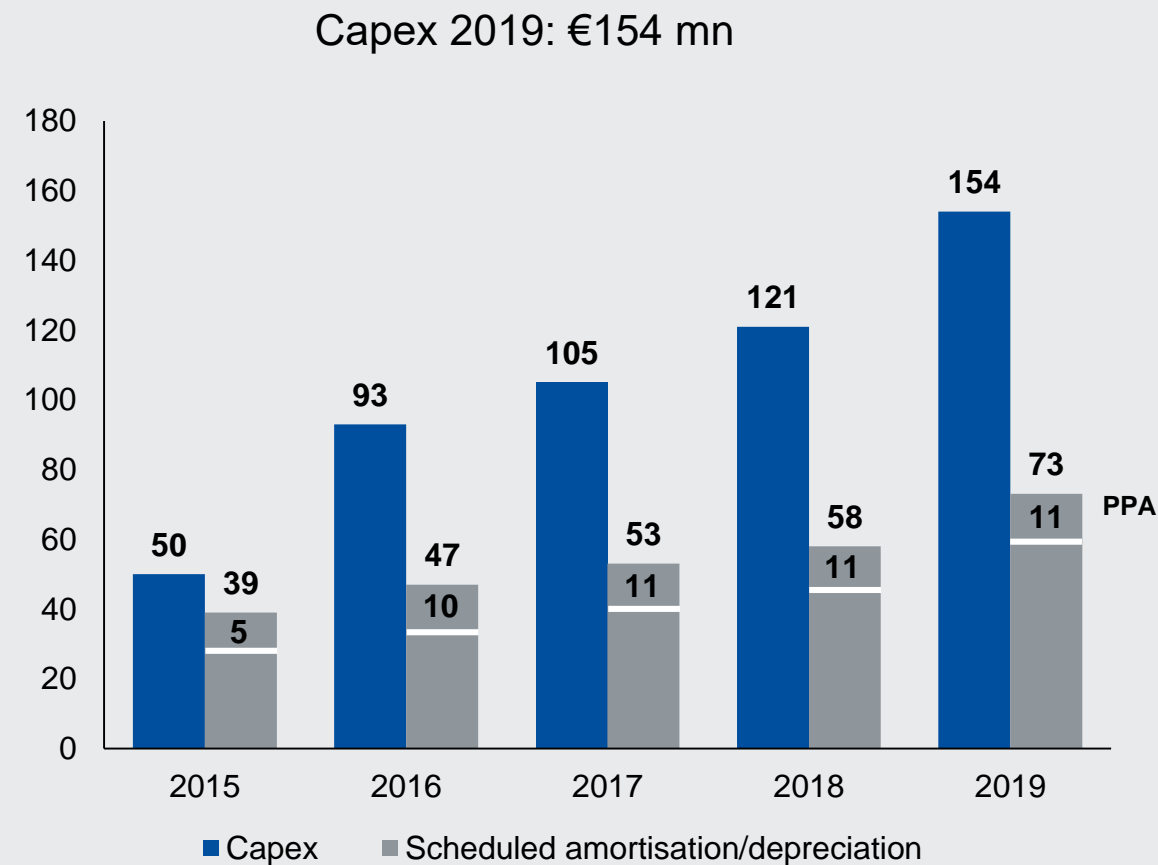
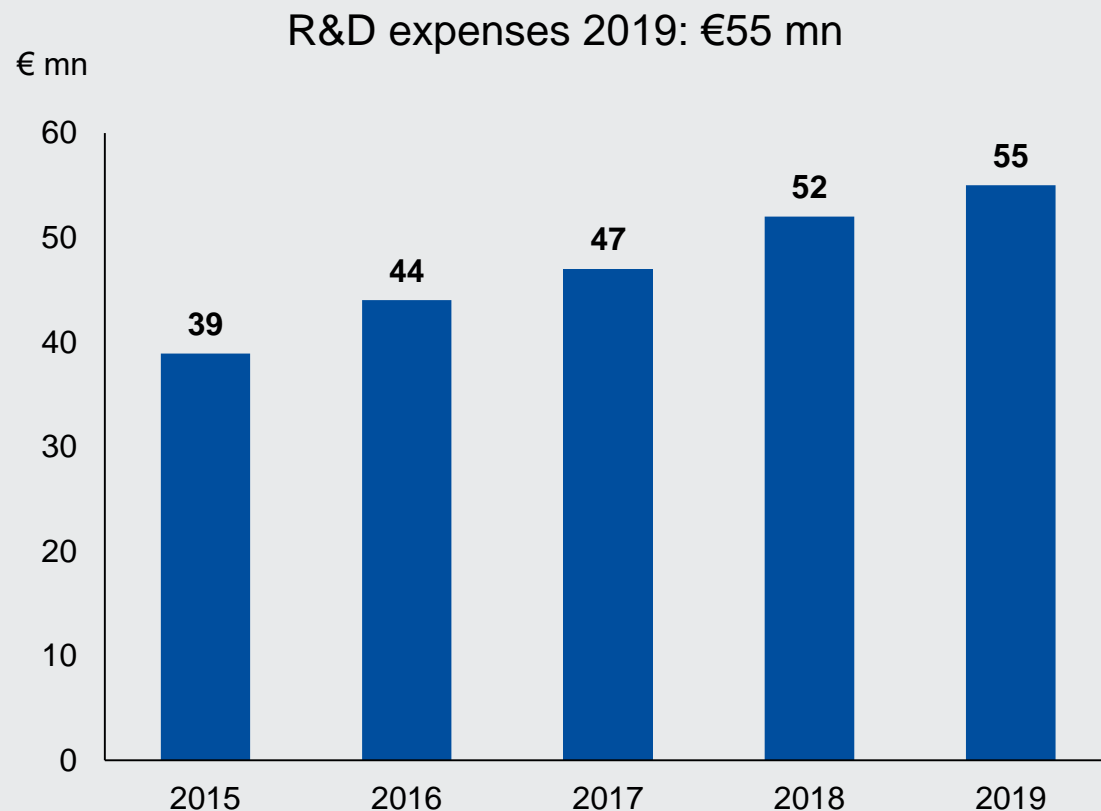
FUCHS Sales (by customer location)

€ 902 mn $\xrightarrow{+185\%}$ € 2,572 mn



Investment in the future

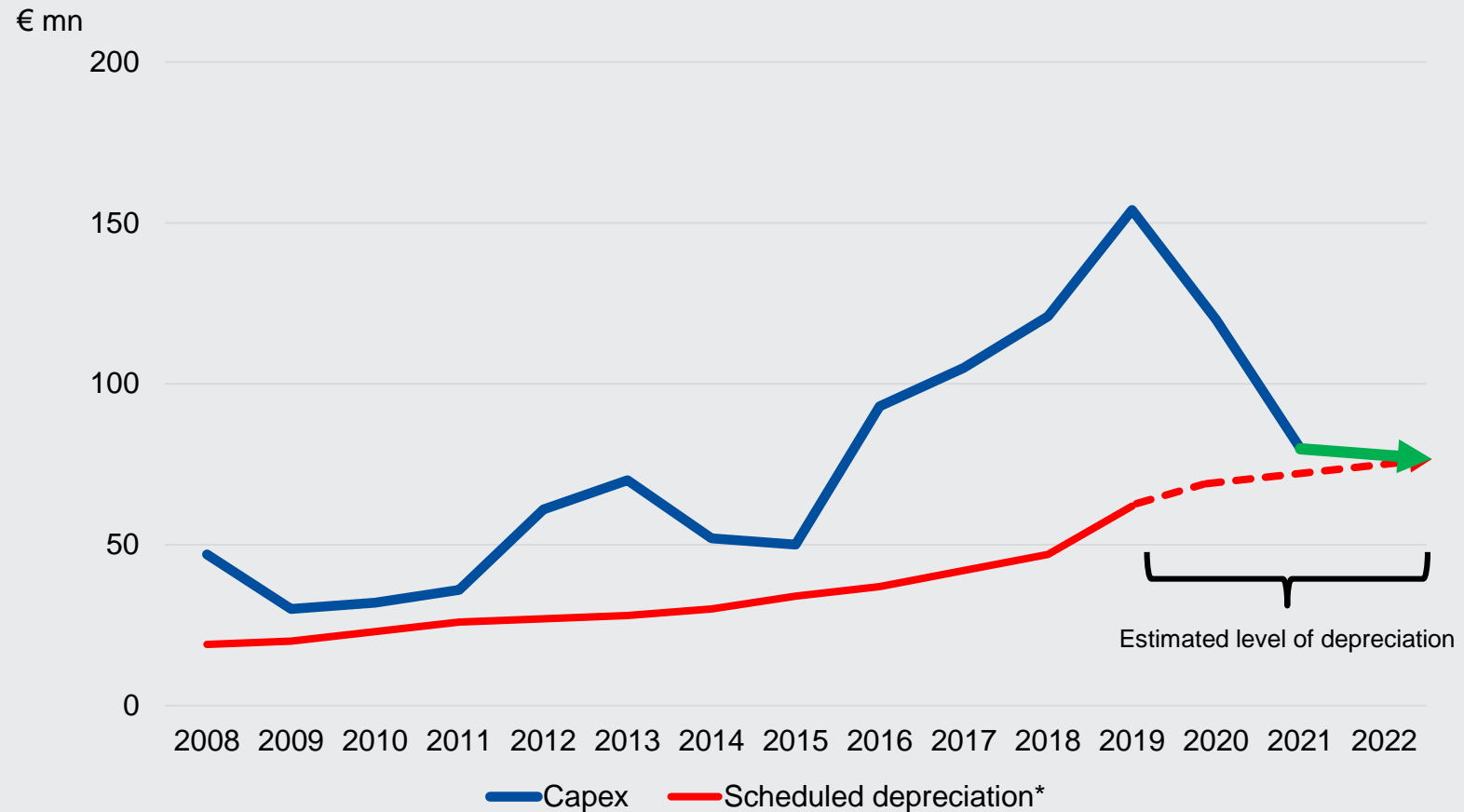
R&D expenses and Capex



Investment program

Capex 2016-2021 ~ €670 mn

- In 2016 - 2018 over **€300 mn** capex was spent with focus on the expansion of Mannheim, Kaiserslautern and Chicago as well as new plants in China, Australia and Sweden
- Capex peaked in 2019 at **€154 mn**. In 2020 **€120 mn** and 2021 **€80 mn** will be spent on growth and replacement as well as efficiency improvements due to significant volume increases, technological changes and a changed product mix
- From 2022 onwards, capex should be back on par with the new level of depreciation



* Depreciation figures excluding PPA from M&A

FUCHS' Strategy

Profitable Growth:

Internationalization of core activities
Local production in 33 plants

Global
standards,
processes
and branding

People:

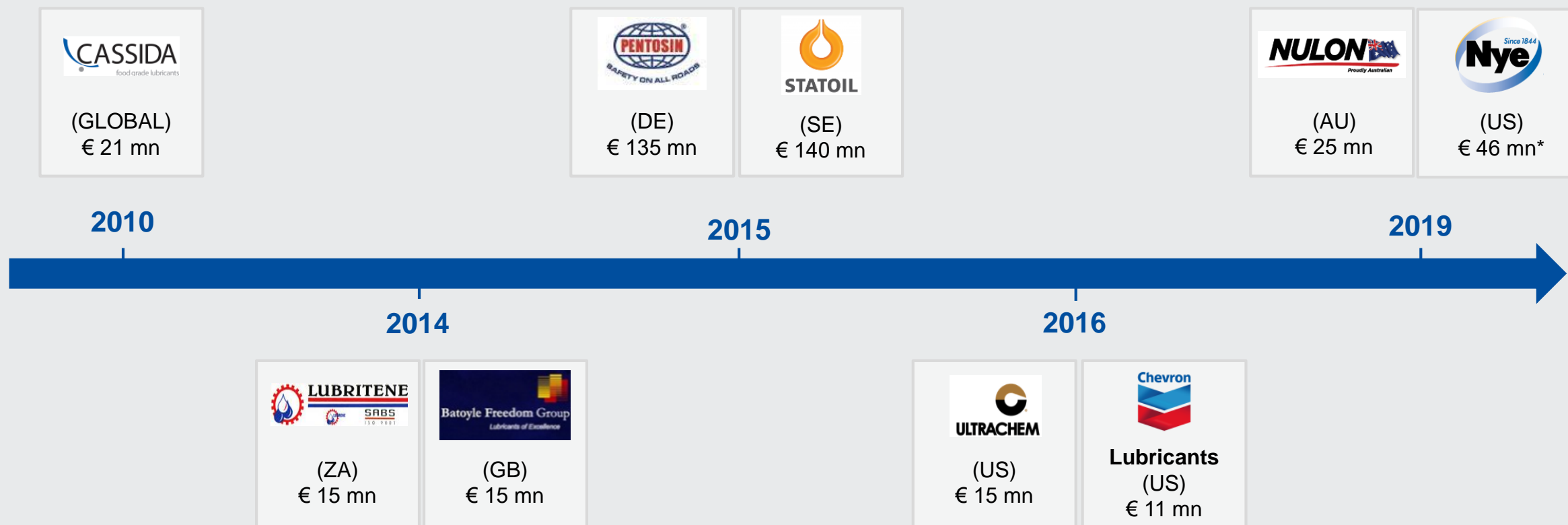
- Employer Branding
- Culture
- Talent-management
- Learning

Utilize disruptions like
e-mobility, digitalization, etc.
as an opportunity

Agile network structure based
on common values

Strong track record of integrating businesses

M&A transactions with more than € 10mn sales (p.a.)



* Closing January 24, 2020

Acquisitions 2019



- Automotive retail business
- Sales 2018 AUD 40mn
(~ €25 mn), 65 employees
- Closing April 1, 2019



- Chemical Process
Management (CPM)
- Sales 2018 €4 mn,
60 employees
- Closing November 1, 2019



- Automotive, medical, aerospace
and in-vacuum industry
- Sales 2018 USD 51mn
(~ €46 mn), 180 employees
- Closing January 24, 2020

Growth market Africa



- Africa represents 6% of the global lubricant market
- FUCHS intends to increase its presence in this rapidly growing market
- FUCHS South Africa generates € 75 million in sales p.a. with 280 employees
- Joint ventures were founded in Tanzania and Egypt in 2019
- At the beginning of 2020, FUCHS acquired 50% of the shares in three distributors each in Zimbabwe, Zambia and Mozambique. The three joint ventures employ 90 people and generate sales of around € 21 million p.a.
- In other African countries, FUCHS has license partners and distributors

FUCHS CO₂-neutral as of 2020

- Since 2010 already 30% reduction of energy consumption-specific CO₂ emissions per ton of FUCHS lubricant produced
- From 2020 onwards, all FUCHS locations worldwide will be CO₂-neutral - from energy consumption in production to consumables in administration
- Emissions not yet avoided are offset by compensation measures
- Investment in high-quality climate protection projects for the expansion of renewable energies

On track to deliver as promised



CO₂neutral

02 Q1 2020



Highlights Q1 2020

€616 mn

Sales down by 4 %

€72 mn

EBIT down by 6 %

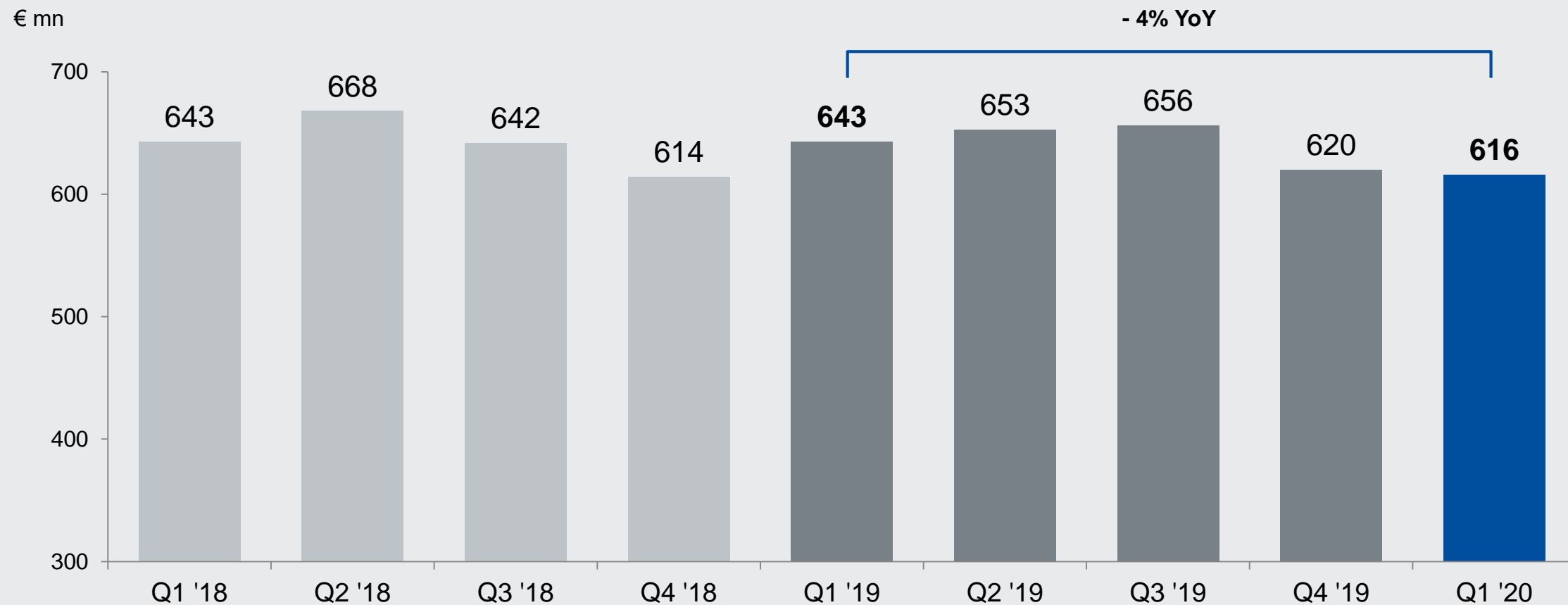
Outlook Q2 / HY 2020

- Significant earnings drop in the order of 50% expected in Q2
- This represents a significant decline in earnings of around 30 % for the first half of the year 2020

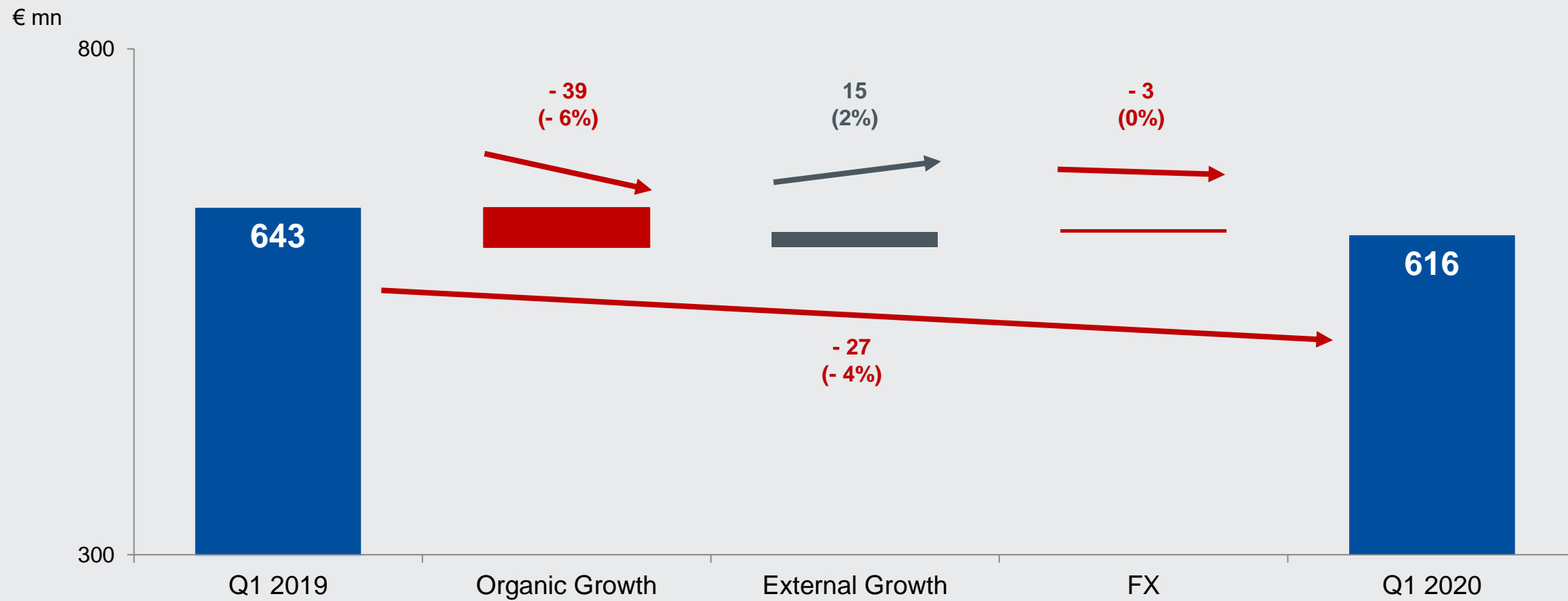
This statement is subject to great uncertainty. The effects of the crisis on supply chains, production and customer demand cannot currently be reliably estimated.

- **Impact of COVID-19 still relatively small in Q1**
- **Sales and earnings drop in China**
- **Outlook for the full year 2020 not possible under current circumstances**

Sales development



Q1 2020 Group sales



Regional sales growth Q1 2020

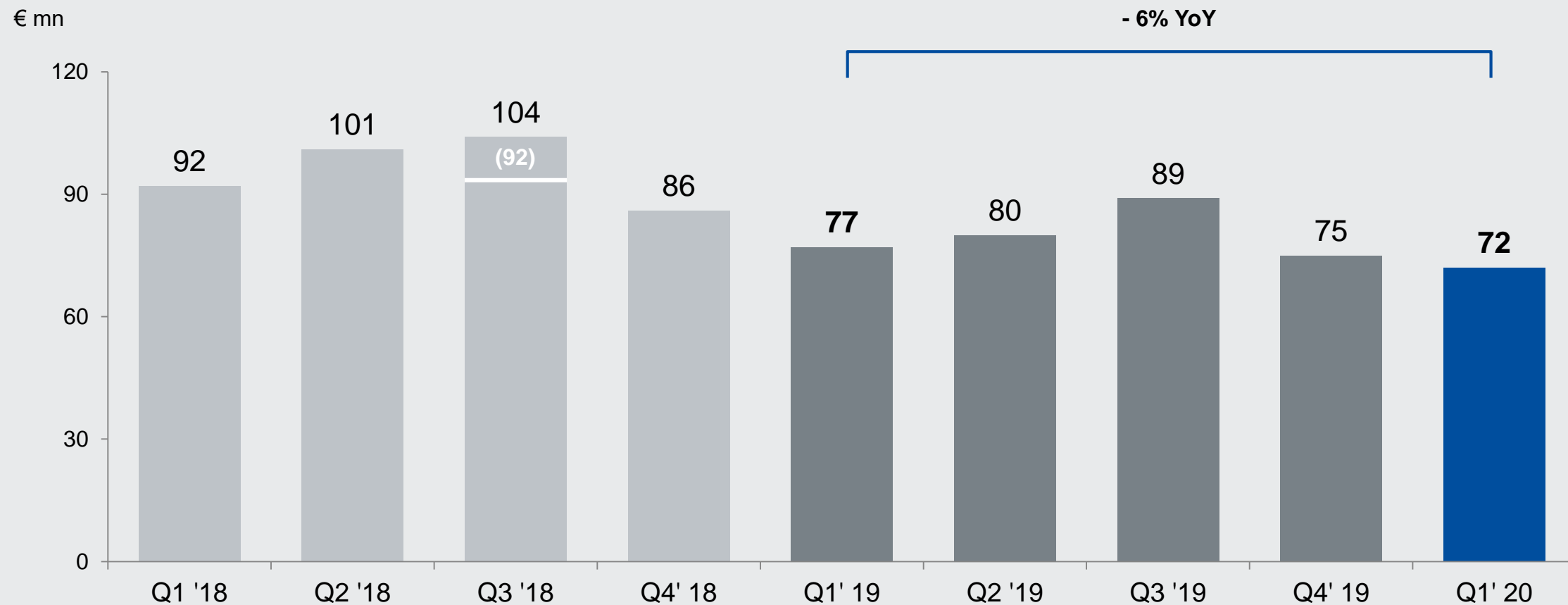
	Q1 2020 (€ mn)	Q1 2019 (€ mn)	Growth	Organic	External	FX
Europe, Middle East, Africa	401	400	0%	0%	-	0%
Asia-Pacific	146	171	-14%	-16%	+3%	-1%
Americas	110	106	+4%	-6%	+10%	0%
Consolidation	-41	-34	-	-	-	-
Total	616	643	-4%	-6%	+2%	0%

Income statement Q1 2020

€ mn	Q1 2020	Q1 2019	Δ € mn	Δ in %
Sales	616	643	-27	-4
Gross Profit	218	217	1	0
<i>Gross Profit margin</i>	35.4 %	33.7 %	-	+1.7 %-points
Other function costs	-148	-142	-6	4
EBIT before at Equity	70	75	-5	-7
At Equity	2	2	0	0
EBIT	72	77	-5	-6
Earnings after tax	51	55	-4	-7

EBIT development

(Q3 2018: €12 mn one-off effect from sale of at equity share)



EBIT by regions

Q1 2020 (Q1 2019)



Cash flow Q1 2020

€ mn	Q1 2020	Q1 2019	Δ in € mn	Δ in %
Earnings after tax	51	55	-4	-7
Amortization/Depreciation	20	18	2	11
Changes in net operating working capital (NOWC)	-41	-17	-24	>100
Other changes	-3	-9	6	-
Capex	-31	-34	3	-9
Free cash flow before acquisitions	-4	13	-17	>-100
Acquisitions	-95	0	-95	-
Free cash flow	-99	13	-112	>-100

Q1 2020 earnings summary

- Organic sales decrease in APAC and Americas / EMEA stable at previous year's level
- External growth in APAC (NULON) and Americas (ZIMMARK & NYE)
- Increased gross profit compensates slightly higher manufacturing costs
- Positive upward trend in gross margin from previous year continues / Gross margin at 35.4% (33.7)
- Other function costs up by 4% to € 148 million (142) despite cost savings, mainly driven by M&A in Australia (2019) and in North America (2019 & 2020)
- Depreciation and amortization also higher due to the growth program
- EBIT lower y-o-y at €72 mn (77); Earnings after tax at €51 mn (55), down by 7%

Outlook 2020 – No statement for FY 2020

Performance indicator	Actual 2019	Former Outlook 2020	H1 - 2020
Sales	€ 2,572 mn	+0% to +4%	
EBIT	€ 321 mn	+0% to +4%	~ -30%
FUCHS Value Added	€ 174 mn	~ € 170 mn	
Free cash flow before acquisitions	€ 175 mn	~ € 130 mn	
Capex	€ 154 mn	€ 120 mn	
		As of March 4, 2020	

- Difficult market environment is set to deteriorate Q2 2020, significant EBIT drop in the order of 50% expected
- Effects of the crisis on supply chains, production and customer demand cannot currently be reliably estimated
- This statement is subject to great uncertainty
- Adjusted outlook for the FY 2020 is not possible under the current circumstances

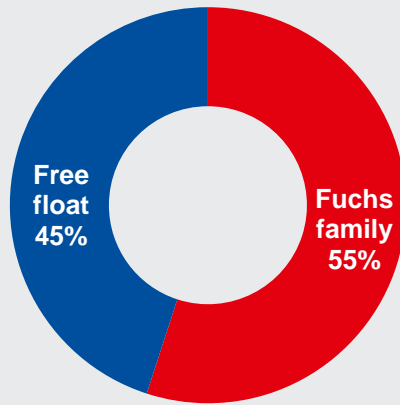
03 Shares



Breakdown ordinary & preference shares

(March 31, 2020)

Ordinary shares



Symbol: FPE
ISIN: DE0005790406
WKN: 579040

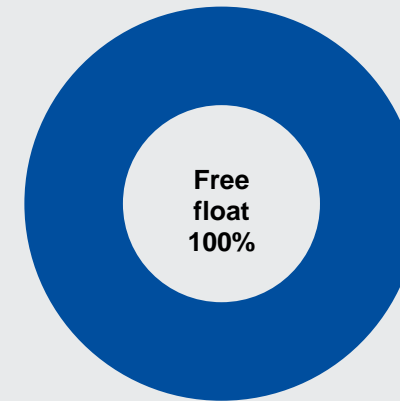
Basis: 69,500,000 ordinary shares

Characteristics:

- Dividend
- Voting rights

Preference shares

MDAX-listed



Symbol: FPE3
ISIN: DE0005790430
WKN: 579043

Basis: 69,500,000 preference shares

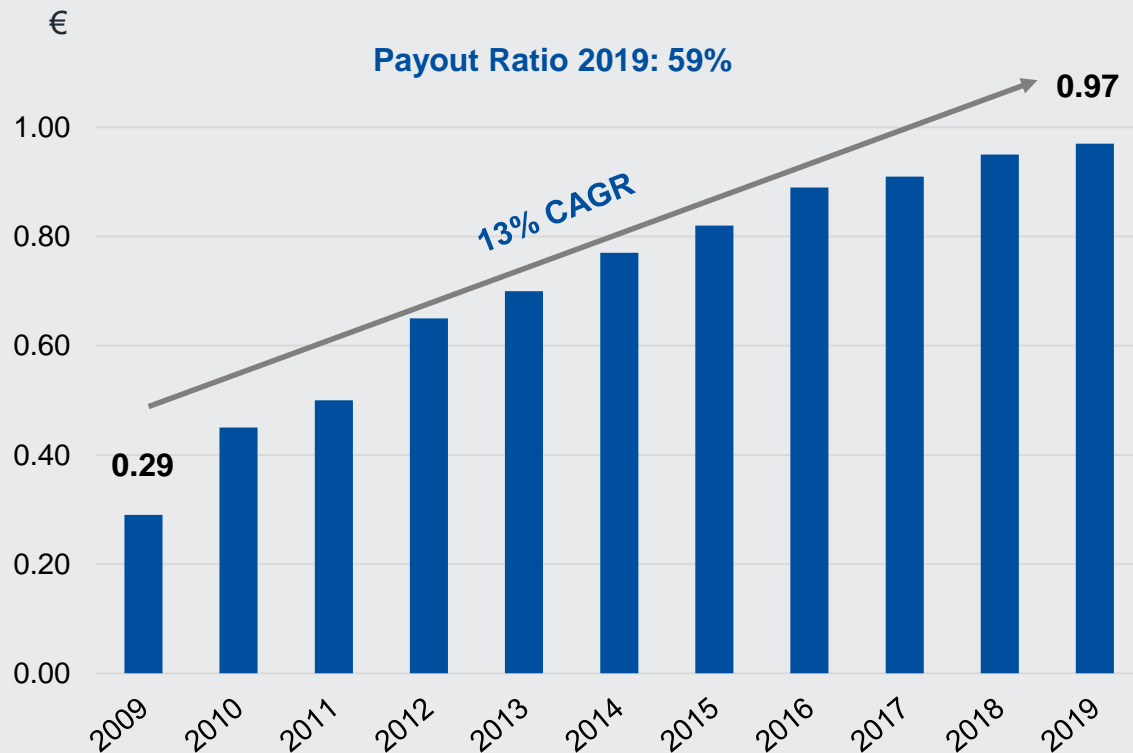
Characteristics:

- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Stable dividend policy

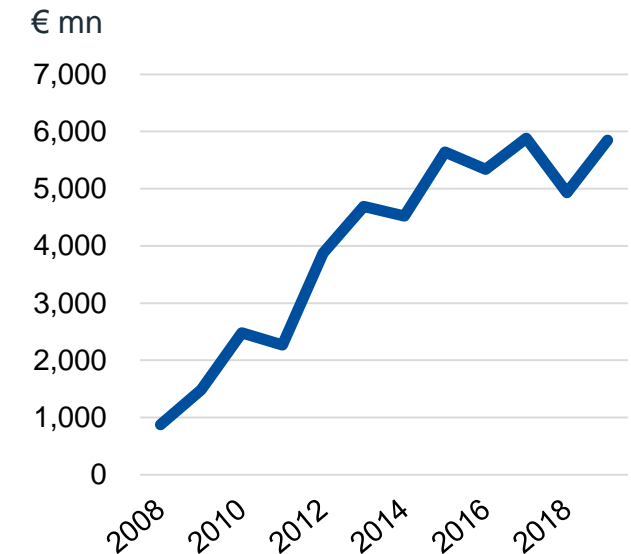
Our target: Increase the absolute dividend amount each year or at least maintain previous year's level

Dividend per Preference Share



- ➔ **18 years** of consecutive dividend increases
- ➔ **13 %** CAGR over the last 10 years
- ➔ **27 years** without dividend decreases

Market Capitalization



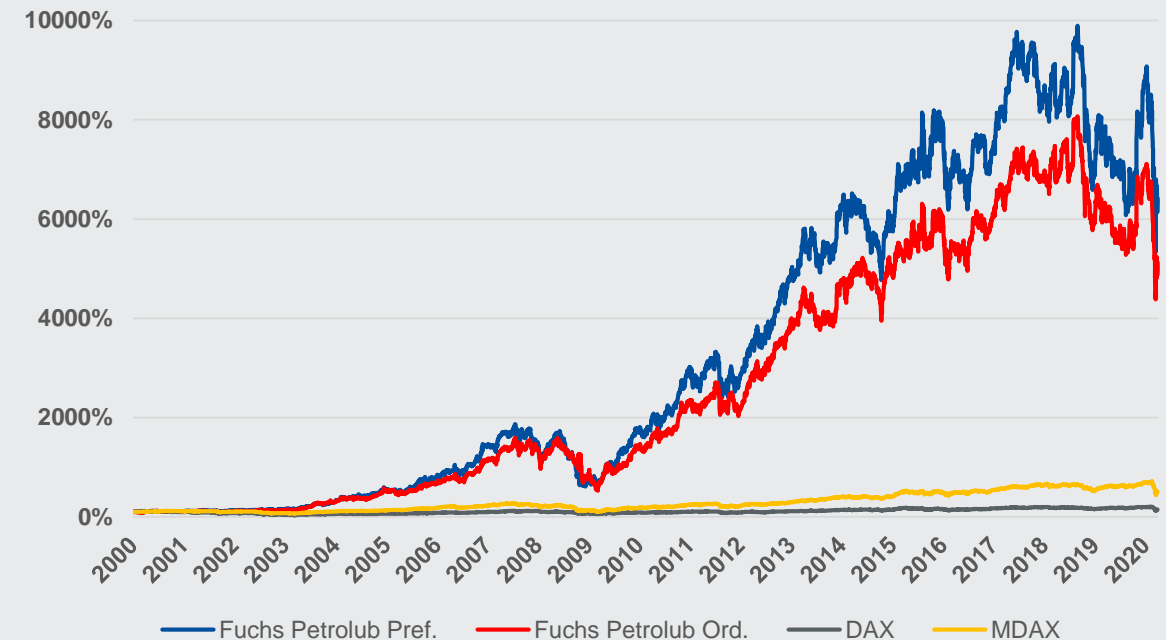
04 Appendix



FUCHS – Key Investment Highlights

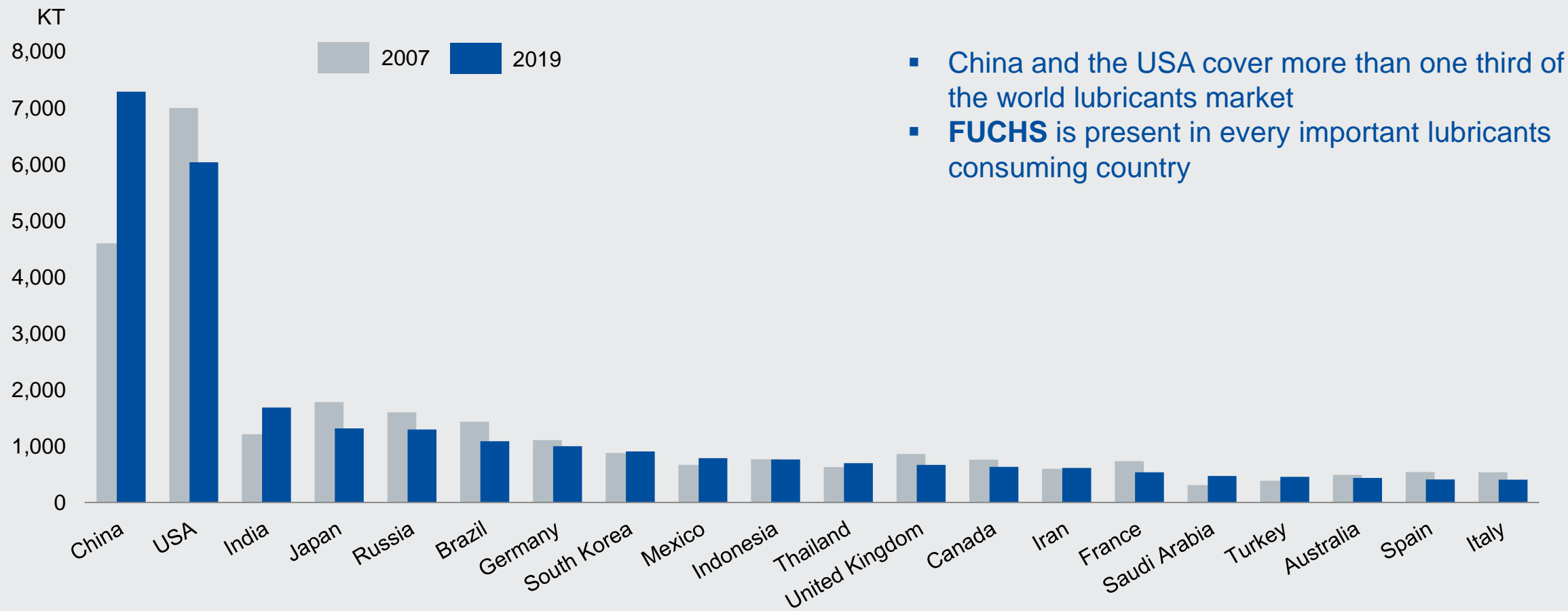
- 1 18 years of consecutive dividend increases
- 2 Strong FCF generation & CAPEX with returns above WACC
- 3 We supply 100,000 customers in more than 150 countries with a full range of >10,000 lubricants and related specialties
- 4 Improving operating profitability
- 5 Technology and innovation leadership in strategically important product areas
- 6 Independency allows reliability, customer & market proximity and continuity
- 7 Well balanced customer & product portfolio as well as global footprint
- 8 M&A: Strong track record of integrating businesses

FUCHS-Long-Term Performance vs. DAX & MDAX¹

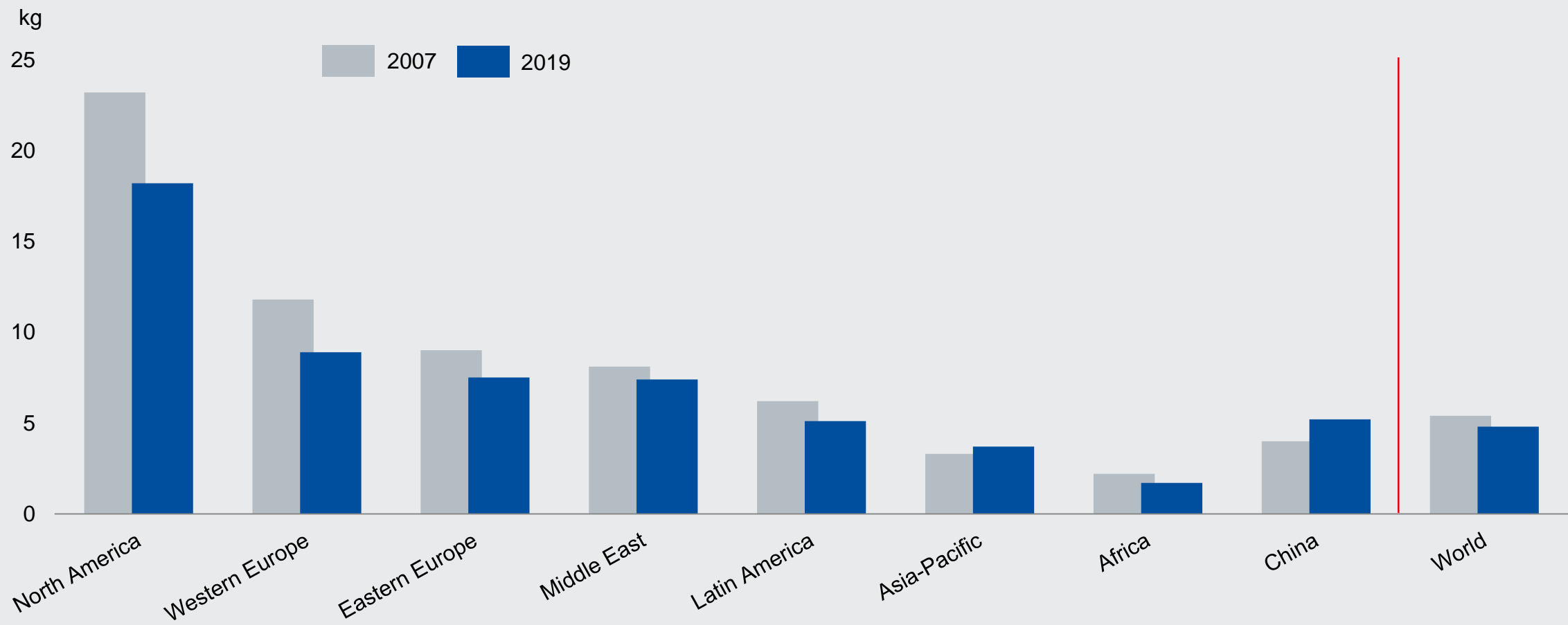


¹ Share price development including reinvested dividends

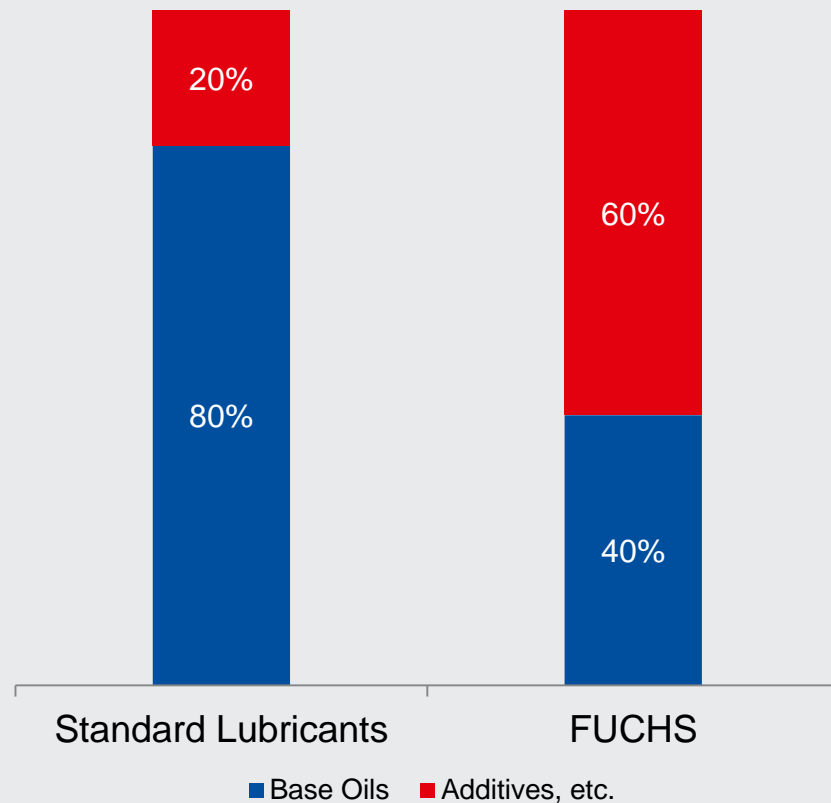
Top 20 lubricant countries



Regional per-capita lubricants demand



Base oil / additives value split

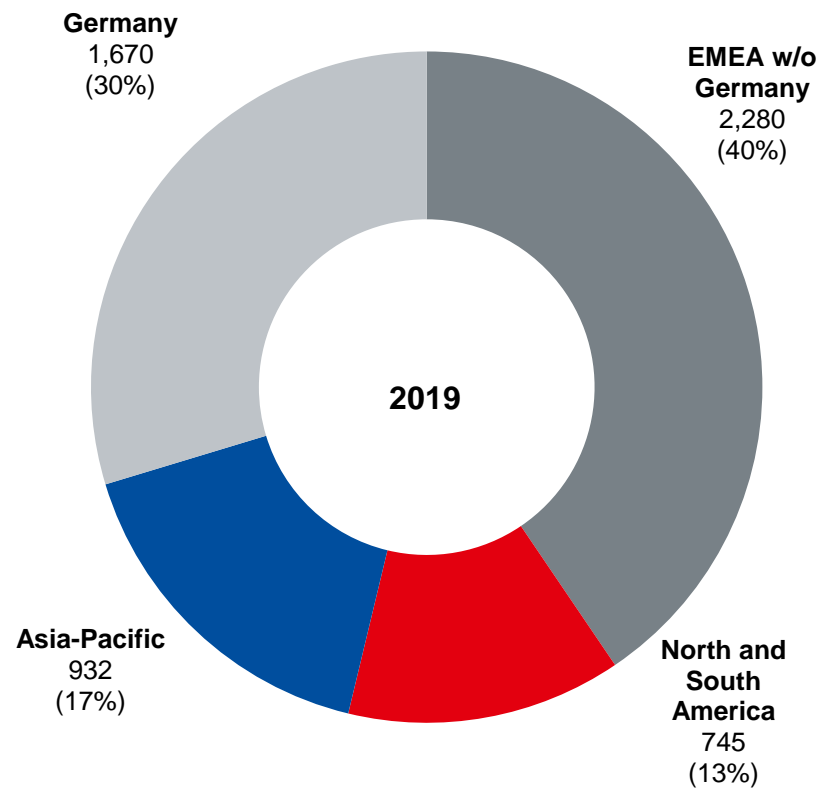


- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices. We even face price increases for certain raw materials where supply/demand is not balanced or special situations occur
- Special lubricants consist of less base fluid and more additives

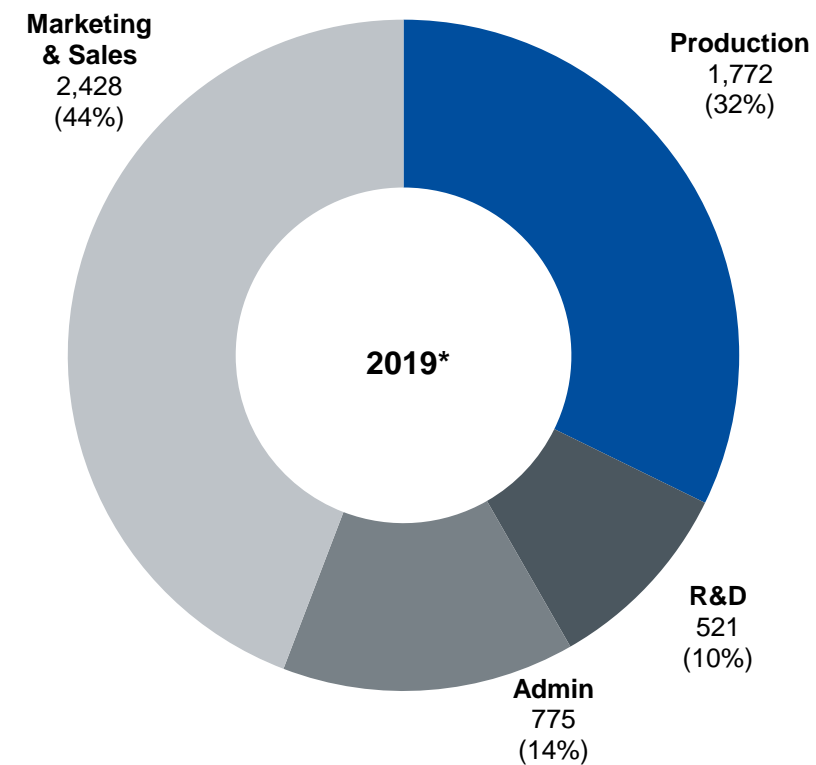
Workforce Structure

5,627 employees globally

Regional Workforce Structure



Functional Workforce Structure



*Excl. 131 Trainees

FUCHS – Act together

Mission statement

Lubricants

Fully focused on lubricants

Technology

Technological leadership in strategically important fields

People

Basis for our success: loyal and motivated workforce

Values

Trust

Trust is the basis of our self-understanding

Creating value

We deliver leading technology and first class service

Respect

We acknowledge our responsibility

Reliability

Act in a responsive and transparent way

Integrity

We believe in a high level of ethics and adhere to our CoC

FUCHS2025 – Vision



Unique company culture with family roots and a strong value foundation. An independent, global thinking and agile company communicating free of hierarchies & practicing an open feedback culture.

High performance organization driven to continuously improve and adapt to technology and market changes.

Know-how and state of the art technology linked with top service are a matter of course.

Customer focus and proximity around the globe.

Global alignment and communication with no friction within the matrix.

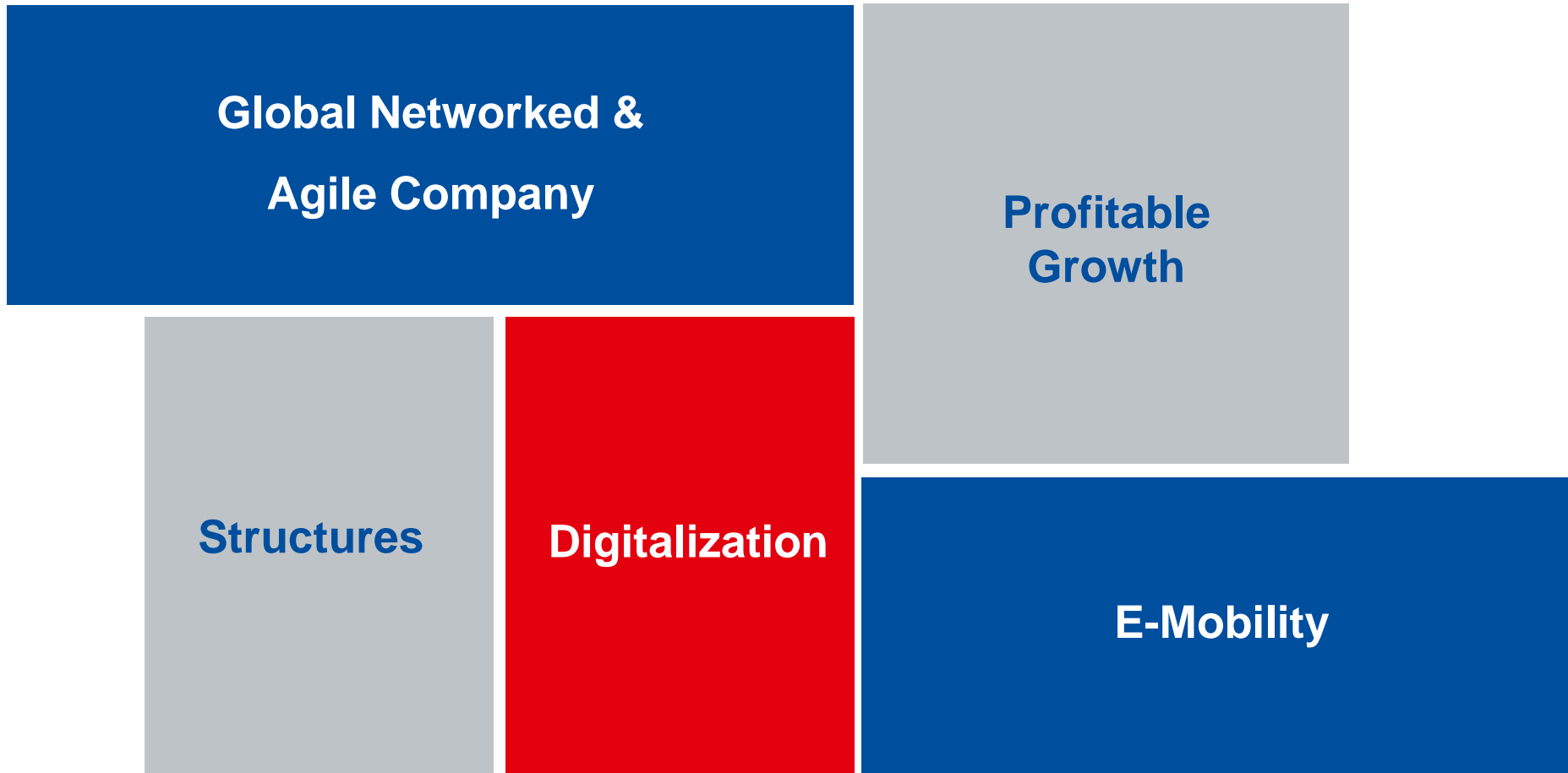
First choice for our global stakeholders: investors, employees, customers, suppliers etc.

Sustainable and successful global business model.

Act global

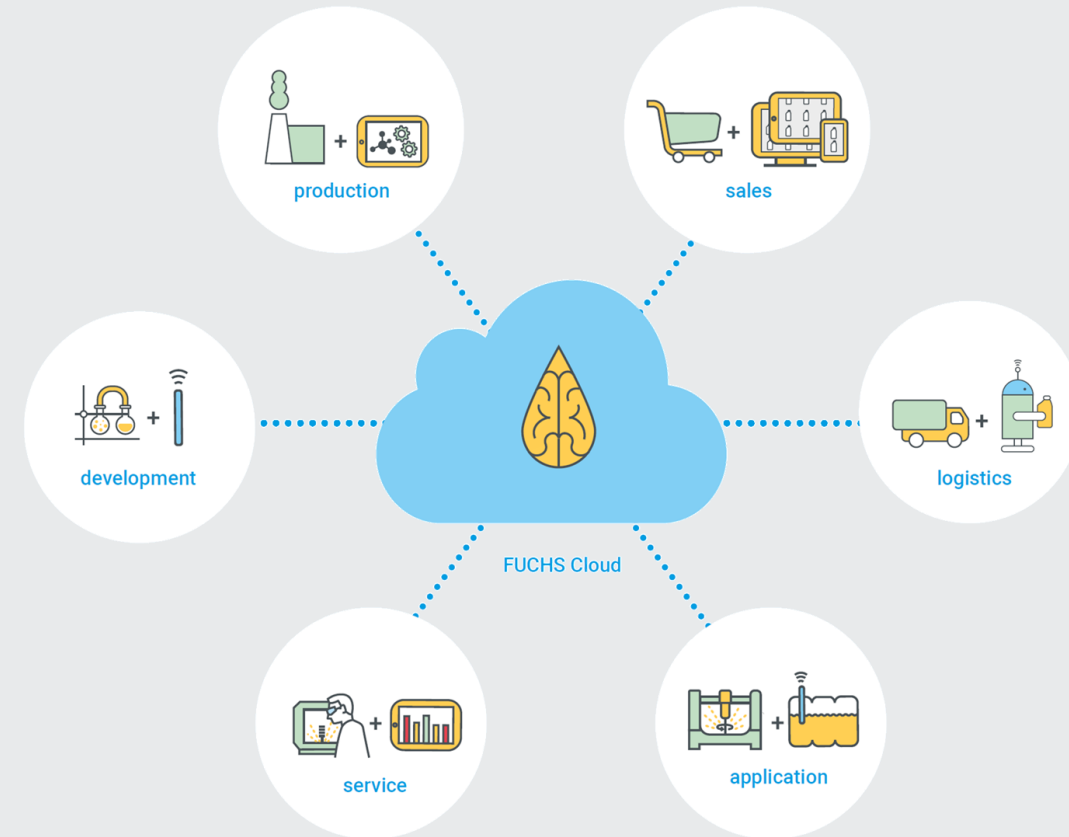
Based on our global standards and processes our employees act global while we keep the local entrepreneurship with strong local teams.

Challenges & Opportunities



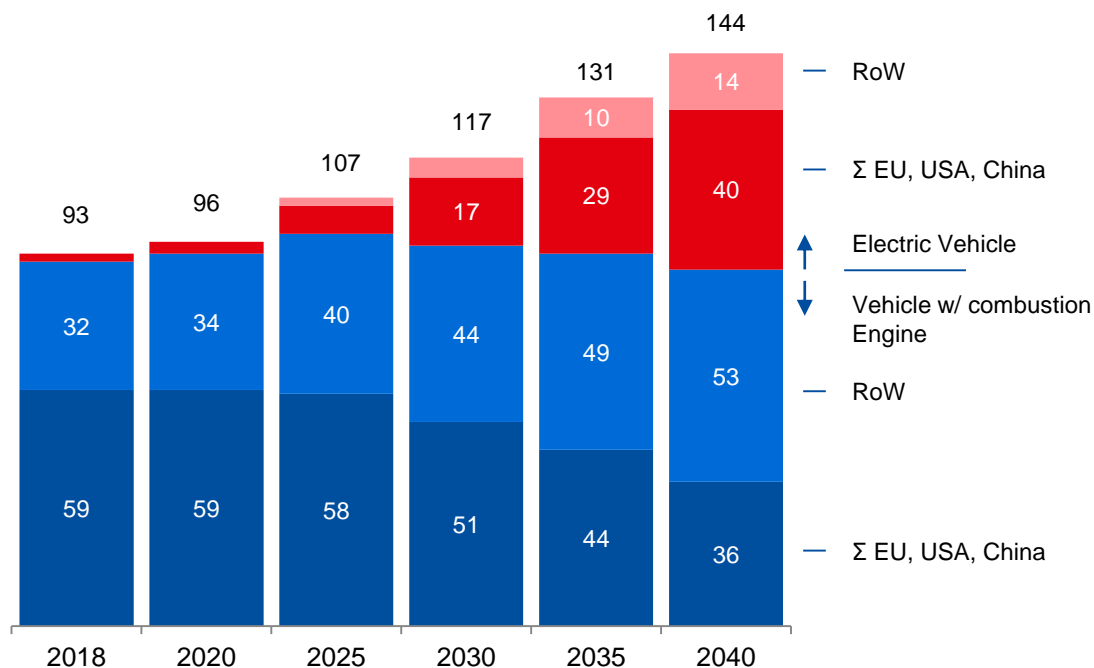
Digitalisation will fundamentally change our value creation

- inoviga GmbH is a think tank outside the operative business
- Driving force behind digitalization projects
- Develops prototypes and tools for digital business models
- Current topics:
 - eCommerce
 - Digitalized product development & production
 - Smart Services



Electrification of cars creates new applications

Global light-duty vehicles sales forecast (in mn units)



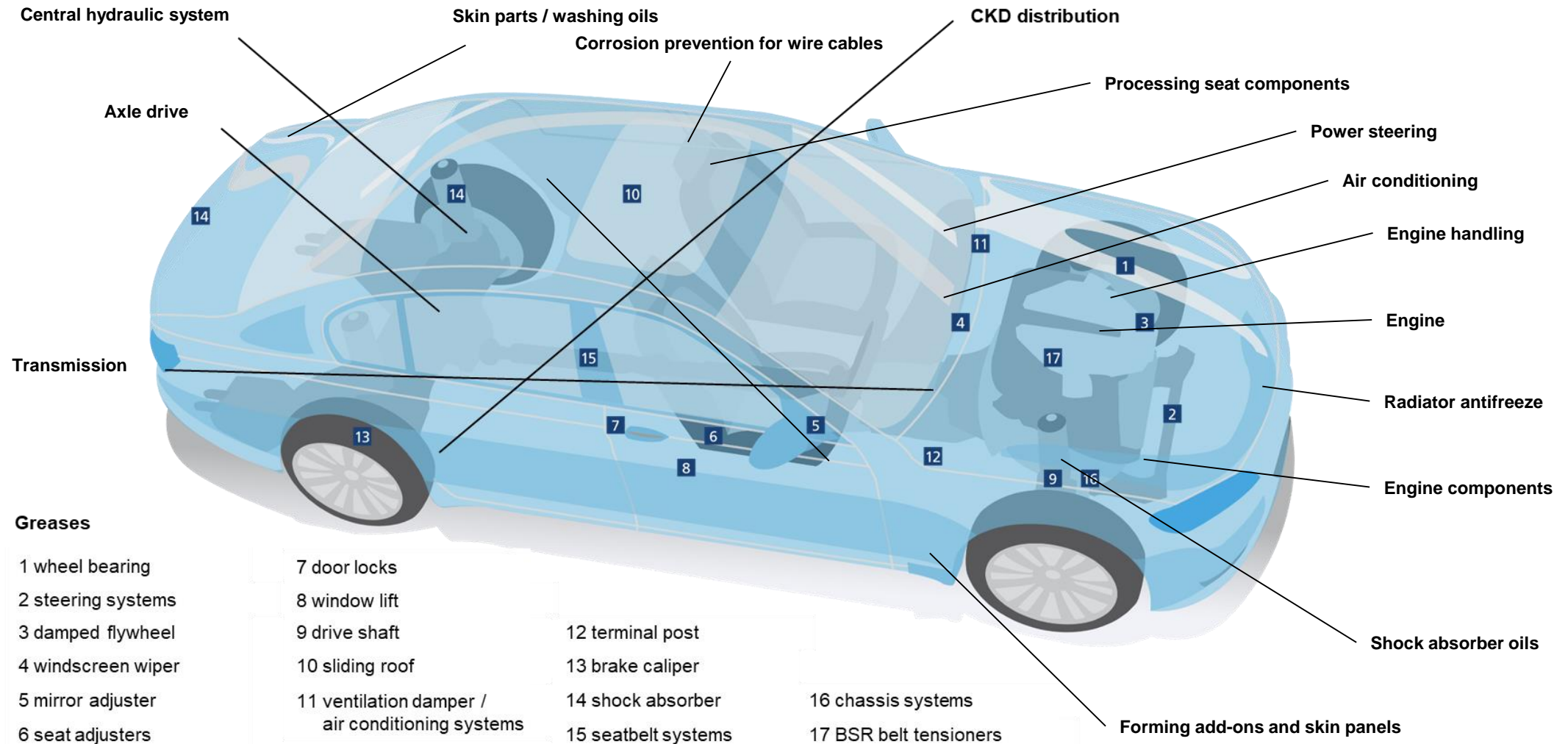
Source: FEV / Base Scenario

Electrification is an opportunity for FUCHS to further strengthen its market leadership with technically advanced solutions

- Electrification of cars will lead to new applications and higher requirements for existing applications
- Regardless of the powertrain type, every car needs a variety of other lubricant applications
- Combustion engines will face further efficiency improvements leading to higher requirements of existing lubricants (e.g. higher protection against deposits for turbocharged engines, higher heat and ageing stability for more compact engines)
- Hybrid cars with efficient combustion engines will place complex requirements for existing applications but also create new demand for new applications
- EVs will place whole new demand on gear oils, coolants, greases (e.g. contact with electrical currents and electromagnetic fields, higher heat emission, reduction gears with less gear steps and higher input speeds)
- FUCHS is used to quickly adapting to new market demands and is working on concrete methods to meet the challenges of the future mobility

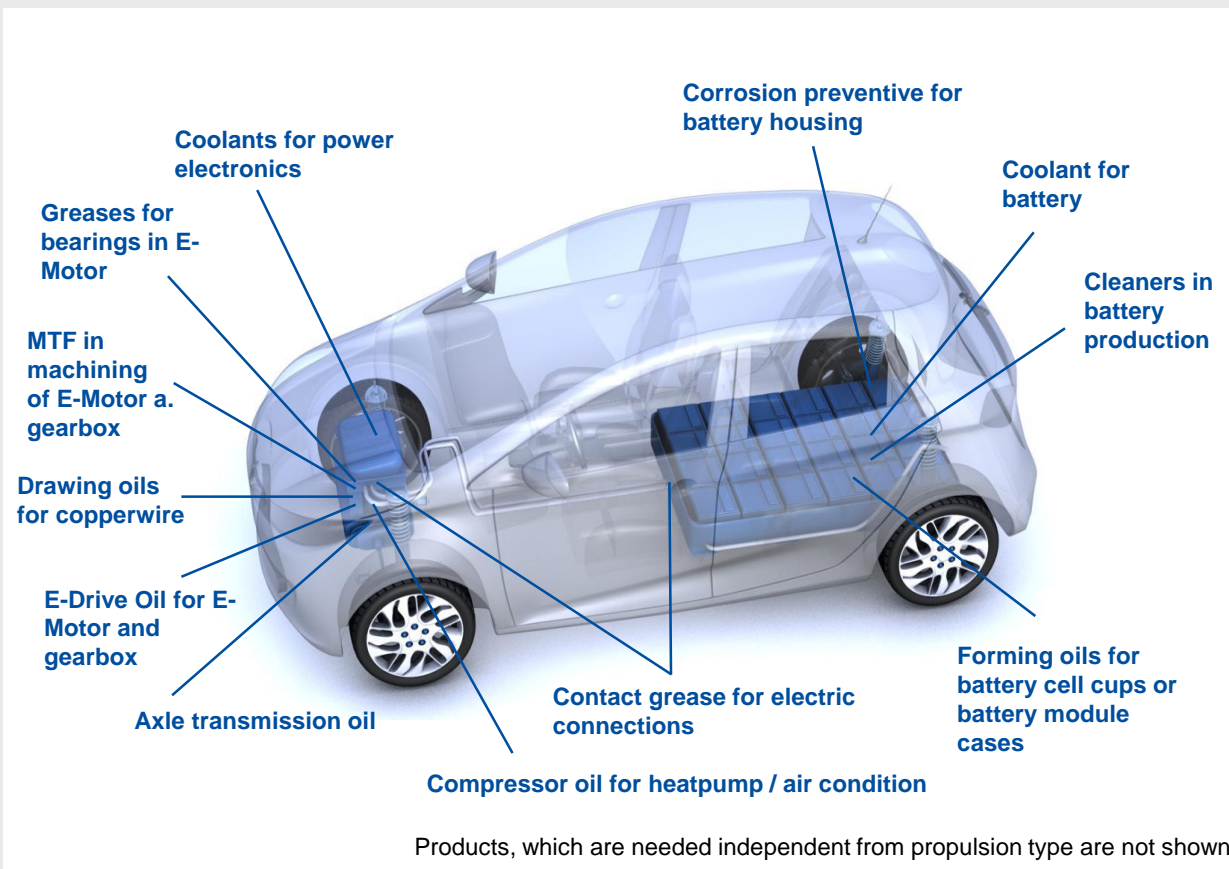
Lubricant applications in passenger cars




In modern cars there are more than 30 different types of greases



Lubricant applications in passenger cars

Electrification brings a variety of opportunities for FUCHS



<u>Powertrain Applications</u>	ICE	HEV	BEV
			
Engine oil	✓	✓	–
Transmission oil	✓	✓	✓ / –
Greases	✓	✓	✓
Specialty greases	✓	+	+
Lubricants for Auxiliary systems	✓	+	+
Cooling & functional liquids	✓	+	+

– Omitted ✓ Required + Increased

Long-term objective: Focus on Shareholder Value

Drive returns

- Organic growth through strict customer focus, geographic expansion and product innovation
- Improve operating profitability through margin and mix management, operating cost management and efficiency improvements

Optimize capital

- Capex with returns above WACC
- Manage NOWC

Strengthen portfolio

- Reinvest in the business
- Acquisitions

Cash allocation priority

Reinvest in the business

Return cash to shareholders

Capex

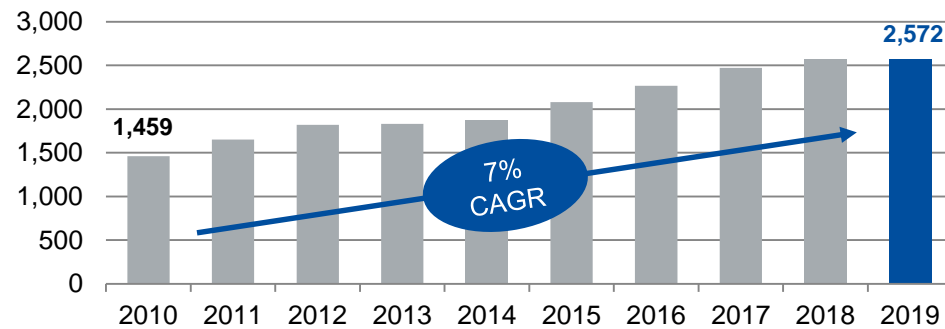
Stable Dividends

Acquisitions

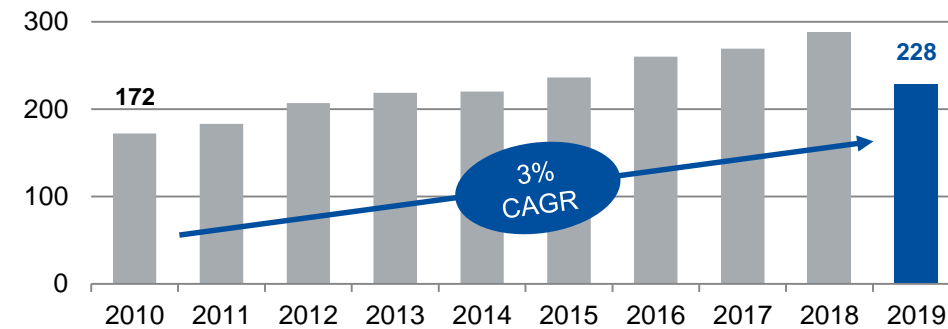
Share Buyback

Unique track record for continued profitability and added value

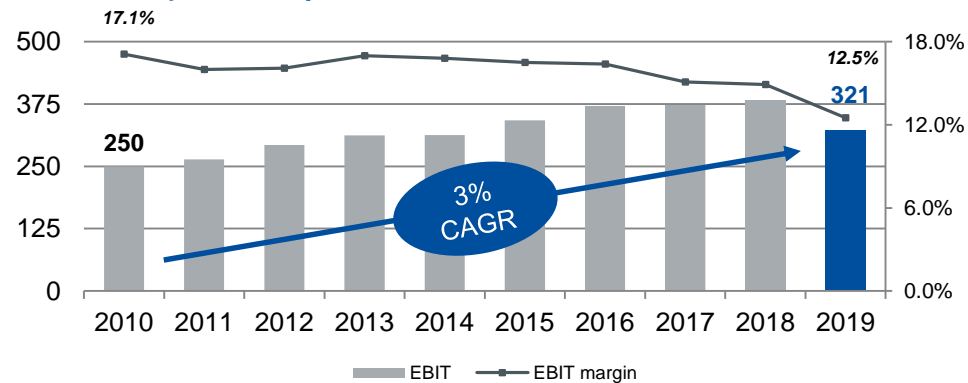
Sales (in € mn)



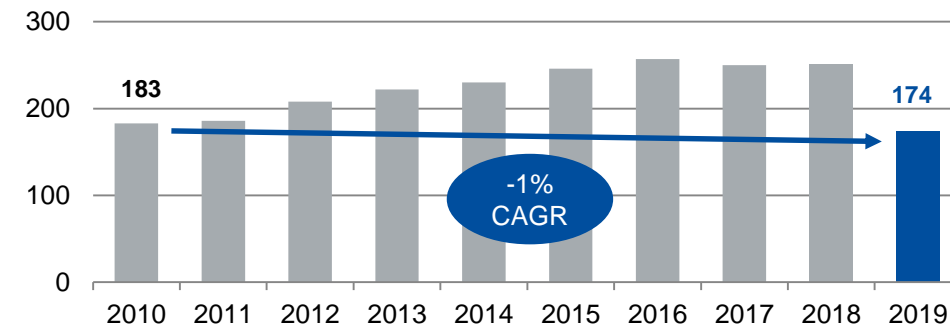
Earnings After Tax (in € mn)



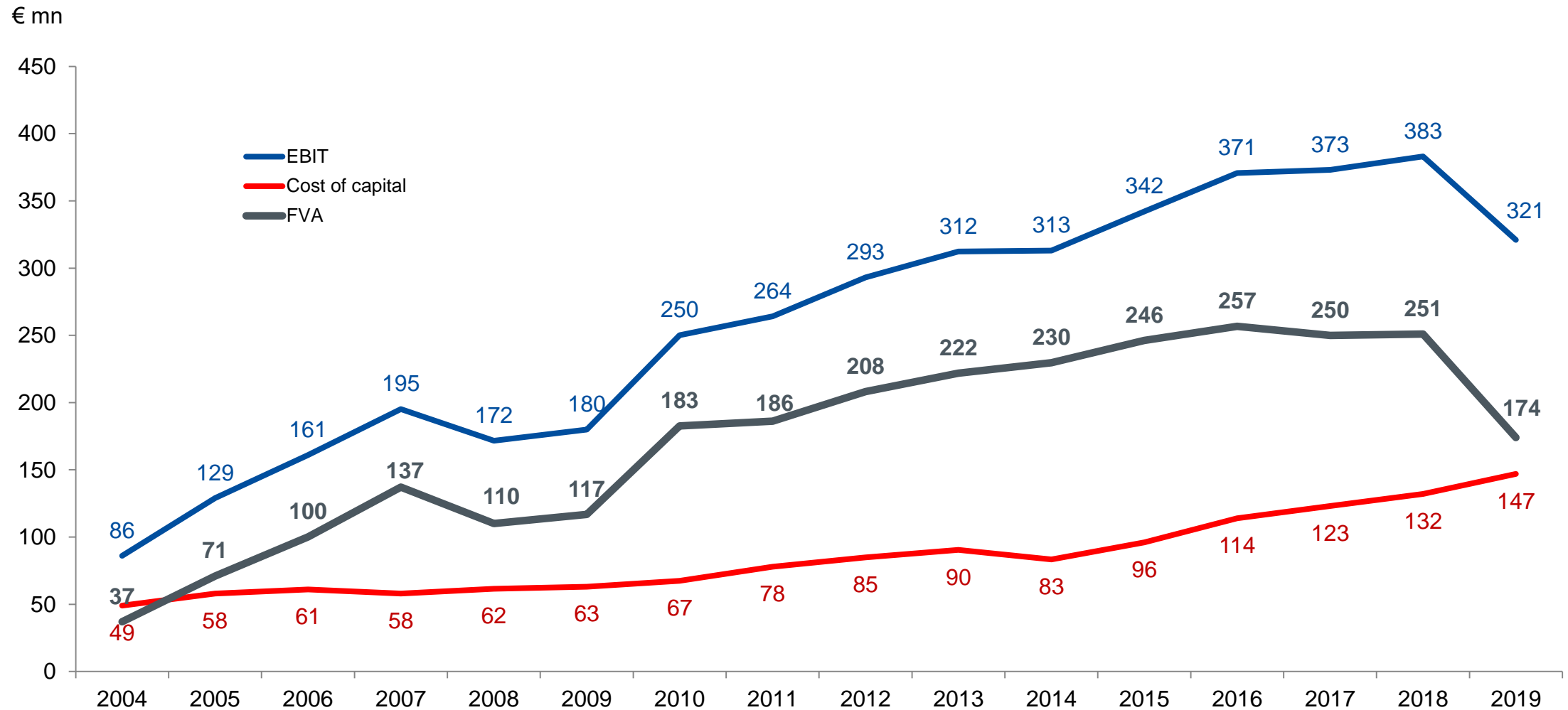
EBIT (in € mn)



FVA (in € mn)



Development EBIT – Cost of Capital – FVA



Cost of Capital = CE x WACC

Stable Sales in 2019

€ mn	2015	2016	2017	2018	2019	Δ 18/19
Sales	2,079	2,267	2,473	2,567	2,572	0.2%
Gross Profit	791	851	882	899	890	-1.0%
Gross Profit margin	38.1%	37.5%	35.7%	35.0%	34.6%	-0.4%-points
Other function costs	-467	-499	-526	-542	-580	7.0%
EBIT before at Equity	324	352	356	357	310	-13.2%
EBIT margin before at Equity	15.6%	15.5%	14.4%	13.9%	12.1%	-1.8%-points
At Equity	18	19	17	26	11	-57.7%
EBIT	342	371	373	383	321	-16.2%
EBIT margin	16.5%	16.4%	15.1%	14.9%	12.5%	-2.4%-points
EBITDA	381	418	432	441	400	-9.3%
EBITDA margin	18.3%	18.4%	17.5%	17.2%	15.6%	-1.6%-points

Solid balance sheet and strong cash flow generation

€ mn	2019	2018	2017	2016	2015
Total assets	2,023	1,891	1,751	1,676	1,490
Goodwill	175	174	173	185	166
Equity	1,561	1,456	1,307	1,205	1,070
Equity ratio	77%	77%	75%	72%	72%

€ mn	2019	2018	2017	2016	2015
Net liquidity	193	191	160	146	101
Operating cash flow	329	267	242	300	281
Capex	154	121	105	93	50
Free cash flow before acquisitions ¹	175	147	142	205	232
Free cash flow	162	159	140	164	62

¹ Including divestments

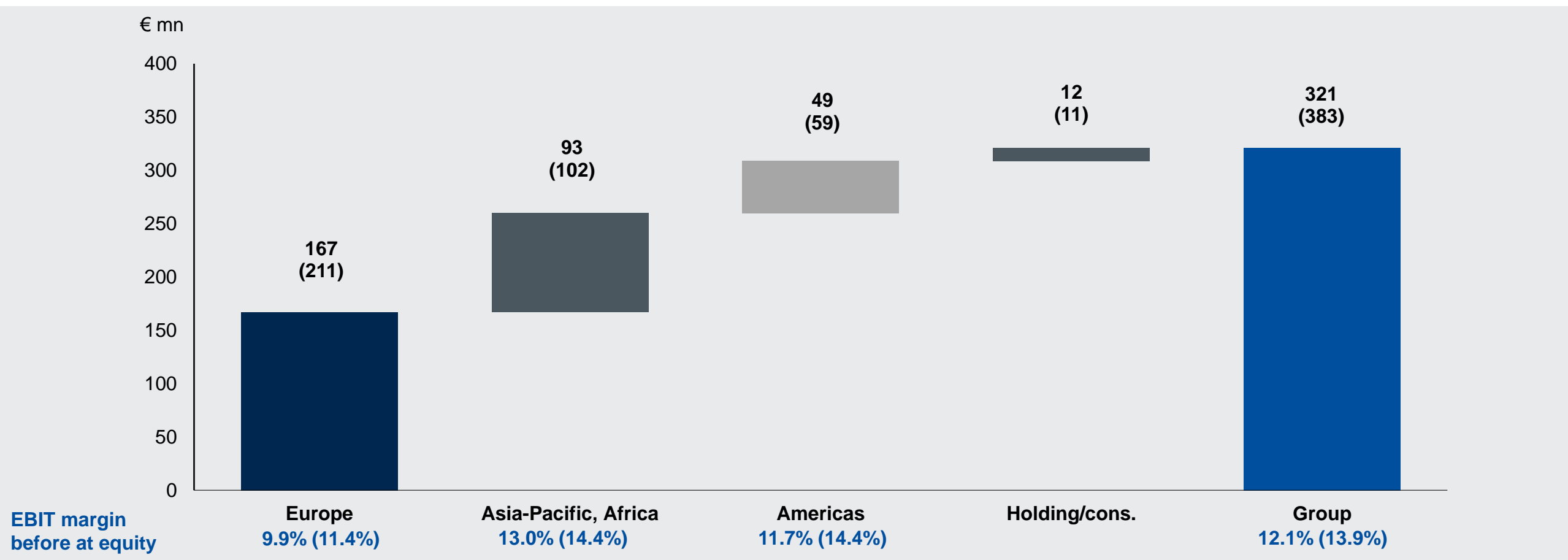
Regional sales decline 2019

Sales in EMEA, Asia-Pacific and Americas decline slightly

	2019 (€ mn)	2018 (€ mn)	Growth	Organic	External	FX
EMEA	1,579	1,618	-2%	-2%	-	-0%
Asia-Pacific	718	706	+2%	-1%	+2%	+1%
Americas	418	409	+2%	-1%	+0%	+3%
Consolidation	-143	-166	-	-	-	-
Total	2,572	2,567	+0%	-1%	+1%	+0%

EBIT by regions

2019 (2018)

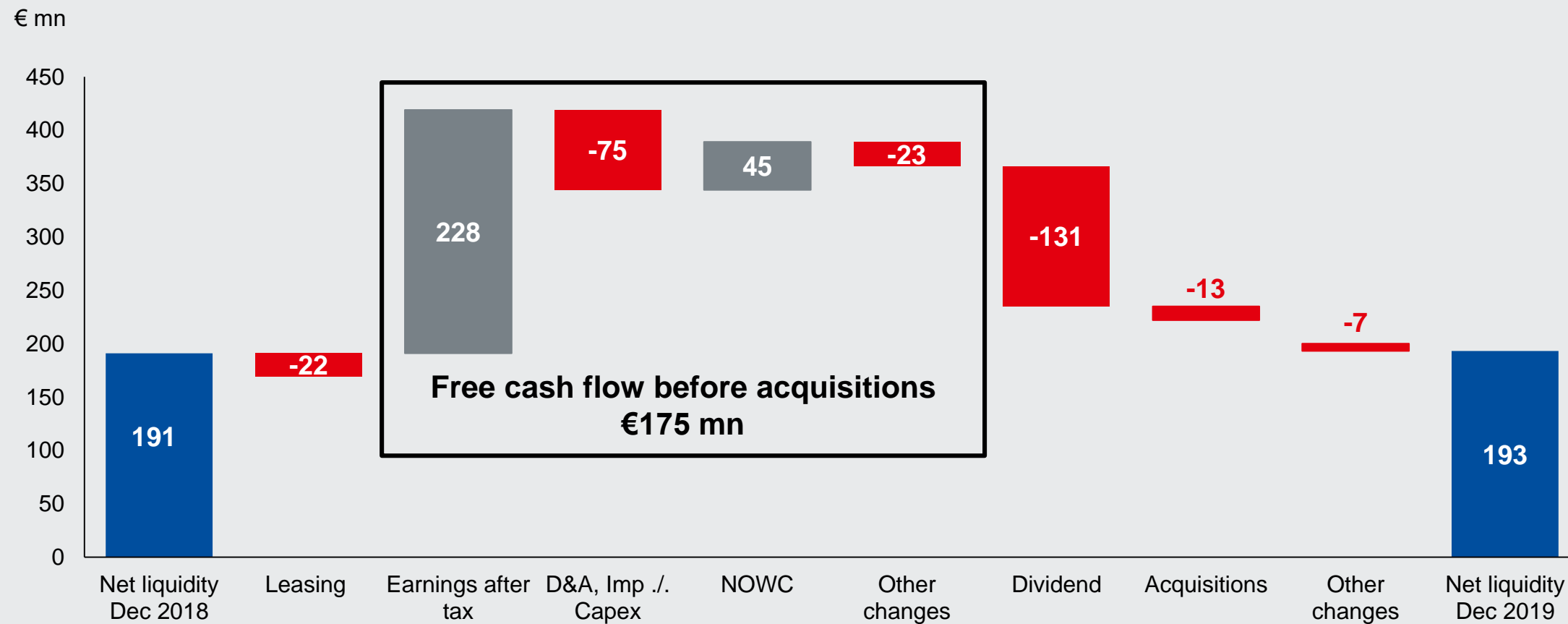


Cash flow 2019

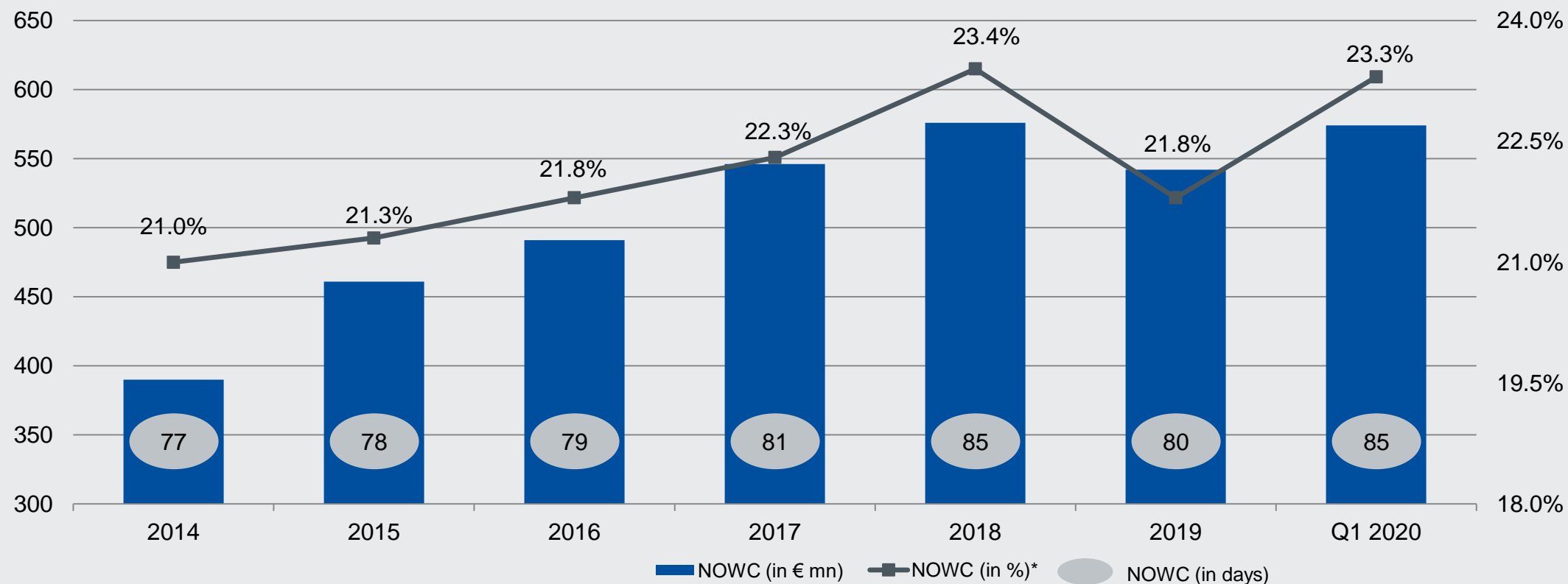
€ mn	2019	2018	Δ in € mn	Δ in %
Earnings after tax	228	288	-60	-21
Amortization/Depreciation and impairment	79	58	21	36
Changes in net operating working capital (NOWC)	45	-48	93	-
Other changes	-23	-30	7	-23
Capex	-154	-121	-33	27
Free cash flow before acquisitions¹	175	147	28	19
Acquisitions ¹	-13	12	-25	-
Free cash flow	162	159	3	2

¹ Including divestments.

Net Liquidity



Net operating working capital (NOWC)*



* In relation to the annualized sales revenues of the last quarter

Quarterly income statement

€ mn	2017				2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sales	618	629	615	611	643	668	642	614	643	653	656	620	616			
Gross Profit	226	226	215	215	225	239	222	213	217	224	231	218	218			
<i>Gross Profit margin (in %)</i>	36.6	35.8	35.0	35.2	35.0	35.8	34.6	34.7	33.7	34.3	35.2	35.2	35.4			
Other function costs	-137	-134	-129	-126	-136	-140	-134	-132	-142	-147	-144	-147	-148			
EBIT before at Equity	89	92	86	89	89	99	88	81	75	77	87	71	70			
<i>EBIT margin before at Equity (in %)</i>	14.5	14.5	14.1	14.6	13.8	14.8	13.7	13.2	11.7	11.8	13.3	11.5	11.4			
At Equity	5	4	5	3	3	2	16	5	2	3	2	4	2			
EBIT	94	96	91	92	92	101	104	86	77	80	89	75	72			
<i>EBIT margin (in %)</i>	15.3	15.1	14.8	15.1	14.3	15.1	16.2	14.0	12.0	12.3	13.6	12.1	11.7			
EBITDA	107	109	105	111	106	115	118	102	95	98	107	100	92			
<i>EBITDA margin (in %)</i>	17.4	17.3	17.0	18.2	16.5	17.2	18.4	16.6	14.8	15.0	16.3	16.1	14.9			

2019 quarterly figures by region

2019	EMEA					Asia-Pacific					North and South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	400	399	402	378	1,579	171	184	180	183	718	106	106	108	98	418
EBIT before at equity income	36	39	48	33	156	21	23	23	26	93	14	15	12	8	49
<i>in % of sales</i>	9.0	9.8	11.9	8.7	9.9	12.3	12.5	12.8	14.2	13.0	13.2	14.2	11.1	8.2	11.7
Income from at equity companies	2	3	2	4	11	-	-	-	-	-	-	-	-	-	-
Segment earnings (EBIT)	38	42	50	37	167	21	23	23	26	93	14	15	12	8	49
<i>in % of sales</i>	9.5	10.5	12.4	9.8	10.6	12.3	12.5	12.8	14.2	13.0	13.2	14.2	11.1	8.2	11.7

2019	Holding / Consolidation					FUCHS Group				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	-34	-36	-34	-39	-143	643	653	656	620	2,572
EBIT before at equity income	4	0	4	4	12	75	77	87	71	310
<i>in % of sales</i>	-	-	-	-	-	11.7	11.8	13.3	11.5	12.1
Income from at equity companies	-	-	-	-	-	2	3	2	4	11
Segment earnings (EBIT)	4	0	4	4	12	77	80	89	75	321
<i>in % of sales</i>	-	-	-	-	-	12.0	12.3	13.6	12.1	12.5

Quarterly sales & EBIT by regions

Sales (€ mn)	2018 ¹					2019					2020				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	415	414	408	381	1,618	400	399	402	378	1,579	401				
Δ Y-o-Y in %	-	-	-	-	-	-4	-4	-1	-1	-2	0				
Asia-Pacific	178	191	173	164	706	171	184	180	183	718	146				
Δ Y-o-Y in %	-	-	-	-	-	-4	-4	4	12	2	-15				
Americas	95	104	105	105	409	106	106	108	98	418	110				
Δ Y-o-Y in %	-	-	-	-	-	12	2	3	-7	2	4				
Consolidation	-45	-41	-44	-36	-166	-34	-36	-34	-39	-143	-41				
FUCHS Group	643	668	642	614	2,567	643	653	656	620	2,572	616				
Δ Y-o-Y in %	-	-	-	-	-	0	-2	2	1	0	-4				

EBIT (€ mn)	2018 ¹					2019					2020				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	50	51	61	49	211	38	42	50	37	167	43				
Δ Y-o-Y in %	-	-	-	-	-	-24	-18	-18	-24	-21	13				
Asia-Pacific	28	28	24	22	102	21	23	23	26	93	17				
Δ Y-o-Y in %	-	-	-	-	-	-25	-18	-4	18	-9	-19				
Americas	13	17	15	14	59	14	15	12	8	49	12				
Δ Y-o-Y in %	-	-	-	-	-	8	-12	-20	-43	-17	-14				
Consolidation	1	5	4	1	11	4	0	4	4	12	0				
FUCHS Group	92	101	104	86	383	77	80	89	75	321	72				
Δ Y-o-Y in %	-	-	-	-	-	-16	-21	-14	-13	-16	-6				

¹ Previous year's figures adjusted to account for the changes in the organizational and reporting structure

Quarterly sales growth split by regions

Organic Growth (in %)	2019					2020				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-3	-3	-1	-1	-2	0				
Asia-Pacific	-5	-6	-1	8	-1	-16				
Americas	8	-2	-1	-7	-1	-6				
FUCHS Group	-1	-3	0	0	-1	-6				

External Growth (in %)	2019					2020				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-	-	-	-	-				
Asia-Pacific	-	3	4	3	2	3				
Americas	-	-	-	1	0	10				
FUCHS Group	-	1	1	1	1	2				

FX Effects (in %)	2019					2020				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-1	-1	0	0	0	0				
Asia-Pacific	1	-1	1	1	1	-1				
Americas	4	4	4	-1	3	0				
FUCHS Group	1	0	1	0	0	0				

The Executive Board



Stefan Fuchs: CEO; Corporate Group Development, HR, PR & Marketing, Strategy, Inoviga GmbH



Dr. Lutz Lindemann: CTO; R&D, Technology, Product Management, Supply Chain, Sustainability, Mining Division, OEM Division



Dr. Timo Reister: Asia-Pacific, Americas, Industrial Division



Dr. Ralph Rheinboldt: Europe, Middle East & Africa, FUCHS LUBRITECH Division



Dagmar Steinert: CFO; Finance, Controlling, Investor Relations, Compliance, Internal Audit, IT (incl. SAP/ERP-Systems), Legal, Tax

Executive Compensation & FUCHS Shares

Executive Board

27,5%

of variable compensation

must be invested in FUCHS preference shares with a 4 year lock-up period.

Supervisory Board

50%

of variable compensation

must be invested in FUCHS preference shares with a lock-up period of 4 years.

Financial Calendar & Contact

Financial Calendar 2020

July 30, 2020	Half-year Financial Report 2020
November 3, 2020	Quarterly Statement Q3 2020

The financial calendar is updated regularly. You can find the latest dates on the webpage at www.fuchs.com/financial-calendar

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